

# The INTERCHANGE

The official newsletter for Indiana state employees



## Performance management is a two-way street

By now all employees should be aware that the state has moved to a pay-for-performance culture. In late 2005, the State Personnel Department (SPD) rolled out a new performance-management program, training some 4,700 supervisors and managers throughout the state.

In a performance-based organization, employees understand how their work contributes to the success of their agency. They have an understanding of what is expected of them, how they are doing, what is working well and what needs improvement. Employees need to know what is expected of them, both in terms of quality of work product and the timeliness of their results.

The bottom line in a pay-for-performance culture is this: state employees can no longer expect a raise or a positive performance evaluation without a demonstration of accomplishments of goals set by the employee's supervisor that contribute to their agency's strategic plan.

Effective performance management is the responsibility of both the supervisor and the employee, according to Dan Hackler, Deputy Director of Field Operations for SPD. "By now if an employee has not had a conversation with his or her supervisor about goals and objectives, that employee needs to get a meeting scheduled with his/her supervisor to make that happen," Hackler explained.

"The employee has a responsibility to be sure this happens, because it is his/her pay that could be affected, otherwise."

It is crucial that employees understand how their work contributes to the agency in order to enable them to fully participate in the performance-management process. In addition, Hackler pointed out that goals and objectives must be

measurable and should contain deadlines for accomplishing them. He referred to goals as SMART – Specific, Measurable, Attainable, Relevant and Timely. Goals and objectives should identify the desired outcome, what is required to accomplish that outcome and when it should be completed.

For answers to frequently asked questions about the pay for performance, see pages 2 and 3.

---

## Class in need of donated fabrics, paints

Michelle Poe's work with patients battling addictions both teaches and rewards them. "I teach them a skill and they get to keep what they make," she explained. A Rehabilitation Therapy Assistant 4 at Richmond State Hospital, she co-leads a quilting class and teaches a number of craft workshops.

The quilting classes meet weekly for one hour and usually there are four to five people in the class. According to Poe, it takes about one month to six weeks to complete a quilt and once it's completed, the patient gets to keep it. The time it takes to make the quilt, which is done on a sewing machine, depends on the speed of the one doing the quilting. "Learning to quilt teaches them patience and self-esteem," she said. "Once they finish the quilt, they are very proud of what they were able to do."

Poe also teaches crocheting, but she's not the only one doing that. Patients she previously taught, now teach other patients to crochet. "It's kind of neat watching them work together to teach and learn," she said. Another popular craft is painting, according to Poe.

Because of the popularity of the crafts, Poe and her co-workers go through a lot of supplies. In fact, her group would welcome any donations of cotton fabric for quilting, batting (to stuff the quilts), yarn and/or acrylic paints.

If you're interested, you can either drop off your donations at Richmond State Hospital's Administration Building or mail them to: Richmond State Hospital, Administration Building, Attention: Michelle Poe, 498 NW 18, Richmond, IN 47374.

---

## Answers to your questions about performance-based pay raises

**Q: What performance-based pay raises will be provided for each of the three levels of performance: *Meets Expectations*, *Exceeds Expectations*, and *Does Not Meet Expectations*?**

**A:** There will be a set percentage increase for overall performance that *Meets Expectations* and a higher set percentage increase for *Exceeds Expectations*. Those figures will be announced later this year. Employees receiving an overall rating of *Does Not Meet Expectations* will not receive a performance increase; the employee will receive a Work Improvement Plan.

**Q: What level of performance would be required to achieve a rating of *Exceeds Expectations*?**

**A:** The rating *Exceeds Expectations* describes "superstar" performance. Think of the Most Valuable Player in sports; the person everyone looks to as the

role model. If you read the *Exceeds Expectations* descriptors for the required General Factor of Customer Service, for example, it will give you a flavor. It is anticipated that only 10 percent of the state's workforce will be rated as *Exceeds Expectations*.

**Q: Does a pay increase for a promotion during the evaluation period affect eligibility for a performance-based increase?**

**A:** No. Employees may be eligible for pay increases upon promotions and based upon performance without regard to the timing or amount of either increase.

**Q: What if an employee is on disability on the due date of the performance appraisal upon which a pay raise will be based?**

**A:** Employees on long-term disability at the time of the increase are not eligible. Employees on FML and short-term disability are eligible for a performance appraisal and performance-based pay increase upon returning to work.

**Q: When does a newly hired employee become eligible?**

**A:** Employees will be required to complete one full calendar year of service before being eligible to receive a performance-based pay increase on the first anniversary of their date of hire. The requirement applies whether the employee is an original hire to state government or a re-hire. Thereafter, new hires will fall into the statewide calendar with all other employees and be eligible for performance-based increases

annually. The second year will be pro-rated.

**Q: If an employee changes from one position to another (transfers/ promotes / demotes) during the review period, is the due date for the performance appraisal and timing of eligibility for a performance-based pay increase affected?**

**A:** No. Upon a change in position, the previous supervisor will complete a performance appraisal for the employee and as input for the new supervisor. The new supervisor will consider this information when conducting the appraisal at the annual due date.

**Q: Which employees are eligible for performance increases in January?**

**A:** Employees whose positions are classified as COMOT, LTC, non-supervisory POLE, PAT 4, 5 & 6 will be eligible in January.

**Q: Which employees are eligible for performance increases in April?**

**A:** Employees classified as PAT 1, 2 & 3, SAM or E-Level will be eligible in April.

**Q: Some job families, such as teachers and protective occupations and law enforcement (POLE) are on their own pay matrix. Are these employees also entitled to pay for performance?**

**A:** No. They are compensated based on the matrix.

(Question/answers to performance-based program continued on next page.)

Have a safe Halloween



Original artwork by Jerry Williams,  
State Personnel Department

**Q: What happens if a supervisor fails to submit timely performance appraisals for his/her employee(s)?**

**A:** The employee(s) will not be eligible for a performance increase until the problem is rectified and the supervisor should be rated *Does Not Meet Expectations* on the general factor "Staff Development/Performance Management" of his/her own performance appraisal.

**Q: What happens if upper management disagrees with the ratings submitted by the direct supervisor?**

**A:** A rating is not considered final until the various levels of management within an agency have approved it.

**Q: How will the General Salary Adjustment (GSA) be administered with variable pay-for-performance?**

**A:** There will not be a GSA; all pay raises will be performance-based. It is anticipated that people who *Do Not Meet Expectations* will receive no increase; those who *Meet Expectations* will receive a certain fixed percentage increase; those who *Exceed Expectations* will receive a higher fixed percentage. The percentages have not been announced at this point. No more than 10 percent of the workforce is likely to *Exceed Expectations*.

**Q: How is the "Spot Bonus" program different from pay for performance?**

**A:** A Spot Bonus is a mechanism for providing pay for performance. It is a one-time cash payment that is intended to reward superior effort in completion of a special

project or other one time event. Performance-based increases to annual salaries are based on an annual performance review to recognize and reward a series of accomplishments over the entire review period.

**Q: We were told to ensure that the "Reports to" field on PeopleSoft is correct. My staff does not have the security access to make those changes. What should I do?**

**A:** You must submit any corrections to Stephen Brennen at State Personnel. His staff has the security clearances necessary to make changes to a position record. To have mass changes made, here is Stephen's advice: "We would need a spreadsheet of your position numbers, and then the position numbers that they report to." If you are responsible for this function at your agency, and you have questions, you may contact Stephen at [sbrennan@spd.IN.gov](mailto:sbrennan@spd.IN.gov).

If you have additional questions about the performance-based process, contact Jeff Hendrickson at [jhendrickson@spd.in.gov](mailto:jhendrickson@spd.in.gov).

## Accounting chapter to meet

The Central Indiana State and Local Chapter of the Association of Government Accountants is a group of 50 state and local government employees interested in promoting accountability in government.

Eric Neuberger, Executive Director, Indiana Governors Council for Physical Fitness and Sports, InShape, will speak at the Oct. 5th meeting. For more information contact Clay Jackson at [cjackson@perf.in.gov](mailto:cjackson@perf.in.gov).

## Employee donations champion the cause



It happens every fall but this year there are a few changes to the State Employees Community Campaign (SECC). For one, it's starting later than usual and it is at an accelerated pace.

But two differences really stand out. "This year, we are asking all employees to participate through e-pledge, an online opportunity to make pledges," explained Kristin Brown, the state's overall SECC coordinator. She said that e-pledging is not only more secure because it is a direct pledge to SECC, but it is also instant. Employees who pledge no longer need to turn in their forms to a coordinator and then wait for the pledge to be input into the system. With e-pledge, it is done in real time.

The second major difference is that this campaign will focus on Champion-level giving. To be a Champion, an employee would donate a half hour's pay for each pay period. So if your hourly pay rate is \$10; half of that would be \$5. That money would be deducted from each of your paychecks during 2007 and be sent to the charity of your choice.

State employees can designate their donations to any 501(c) 3 organization. Deductions from employee checks will begin with the first pay in 2007.

Interested in learning a new skill for your job? Log on to the Training Division's Web site to see what's available:  
<http://intranet.spd.state.in.us/training/0homepage.htm>



## History train to roll into southern Indiana

The Indiana History Train will visit five southern Indiana towns this fall with a new exhibit on the Civil War in Indiana. Guests can see Faces of the Civil War onboard the train and participate in hands-on activities.

This year's stops include:

Connersville, Sept. 28-30; Terre Haute, Oct. 5-7; Jasper, Oct. 12-14; Switz City, Oct. 19-21; Columbus, Oct. 26-28.

The train will be open from 9 a.m. to 6 p.m. daily and admission is free. Group tours are available, but space is limited. Call 317.232.1882 or 800.447.1830 for group information. Or visit <http://indianahistory.org/historytrain>.



Volunteers are needed to help as greeters, traffic managers, activity assistants and more. Volunteers will receive a History Train t-shirt and refreshments while sharing and experiencing Hoosier history. Shifts are three hours in length. For more information on volunteering, contact [mkraft@indianahistory.org](mailto:mkraft@indianahistory.org).

---

## Tobacco incentive clarified

The tobacco incentive mentioned in last month's *Interchange* is open to all state employees who do not use tobacco products and who are covered by the state's medical insurance program, and not just those stopping use of the products between now and January 1. Enrolling in the incentive will be part of the Benefits Open Enrollment process later this year.

The toll free "QUIT NOW" phone number is not available to state employees. Please do not call that number expecting them to answer questions about the incentive.

Indiana Tobacco Prevention and Cessation (ITPC), in conjunction with the Marion County Health Department and State Personnel, are again offering free smoking cessation classes to all state employees. Employees can register by calling Barb Knott in State Personnel, at 317.233.3287 or by e-mailing her at:

[bknot@spd.in.gov](mailto:bknot@spd.in.gov).

The latest round of classes run for five consecutive Tuesdays from 11:30 a.m. to 12:30 p.m., beginning Oct. 3 and ending Oct. 31. These classes are offered at the Indiana Government Center conference center in downtown Indianapolis.

If your facility is outside the Metro Indianapolis area, contact Celesta Bates at [cbates@itpc.in.gov](mailto:cbates@itpc.in.gov) or 317.234.1778, to arrange a class within your facility. Minimum participation is required.

Another option for employees who work outside the metro Indianapolis area, is to visit ITPC's Web site at: [www.itpc.in.gov](http://www.itpc.in.gov). Once there, click on Community (at the left of the screen), then select your county of residence. Contact that reference in your county for help in locating classes or other resources you may need to help overcome the use of tobacco.

## E-recruit process simplified

Changes are coming to the PeopleSoft software program that will impact all state employees. In the near future, employees looking for job opportunities within state government will experience a simplified e-recruit process. That's according to Michelle Fullerton, assistant deputy director of the Employment Administration Division with State Personnel Department.

Among the improvements expected with the e-recruit component:

1. New recruiting location table – Applicants will be able to search for positions by regions.
2. Better searches – Job searches can be conducted with a simple keyword search or advanced searches that will allow them to search many more fields.
3. Job basket saves – With today's version, if an applicant has saved jobs to their job basket and ends the session, the jobs are removed from the basket. With the new version, the applicant can save the jobs in their job basket until the job closes.
4. Multiple job search agent – Applicants will now be able to conduct searches in multiple locations and/or job categories and can have up to five job search agents.
5. Application save – If, while applying for a position, the user needs to end the session, the upgrade offers the option to save the application on the Web site, allowing the user to return to the application later and not have to re-create it. Applicants must return to complete the application before the job closes.

# That's classified information!

State employees submitting items for sale must agree to the following rules:

- Contact information must include either a phone number (home or cell, no state numbers) or a home e-mail address. Include your area code!
- Ads must be submitted via e-mail to [pwarnick@spd.in.gov](mailto:pwarnick@spd.in.gov), the items must be included in the body of the e-mail, no photos or attachments are allowed. No bold or italic type, no ALL CAPS.
- There is a limit of one ad per employee per issue. Each ad has a limit of three items.
- Deadline is the 10<sup>th</sup> of the month prior to the next issue.
- If garage sale, need to list times, date, street address and town.
- No real estate, for sale or rent.
- No Avon, Mary Kay, vitamins, etc.
- No businesses or professional services (i.e., tax preparation, car repair, animal breeding, etc.).
- State Personnel Department staff reserves the right to edit and/or refuse any ads.

---

CrossBow by Weider weight machine, like new. \$200. 765-966-5028 or [China318@verizon.net](mailto:China318@verizon.net).

1991 Pontiac Sunbird, runs rough & needs mechanic's TLC, good transmission, body & tires. \$300 OBO. Contact [southernhome1969@yahoo.com](mailto:southernhome1969@yahoo.com) or 574.505.0901.

1991 Chevy Van 1/2 ton passenger van w/ AC, tinted windows, power locks. Engine rebuilt in 2003. \$2,000. Contact Lora Summers, 317.258.4918.

Paying cash for old fishing tackle to add to my collection. Old lures, reels, rods, fishing tackle catalogs and other paraphernalia wanted. Call 317.422.1141 (home) or 317.513.2299 (cell).

New, never taken from box Silver 1:6 Scale INTERNATIONAL CXT remote control truck. \$ 50.  
Phone: 317.298.9323, leave message; e-mail: [sblasser2@comcast.net](mailto:sblasser2@comcast.net).

Men's tap shoes, size 9; worn 2-3 times. \$50. Call 317.255.3244 or [Rkirk1937@aol.com](mailto:Rkirk1937@aol.com).

Gas dryer, Whirlpool; 4 cycles, 3 temperatures, extra large capacity, commercial quality, white, 3 yrs old; very nice. \$125. Call Angie, 317.899.2979.

Free to good home (rural setting preferred), full-blooded female Great Dane, 5 yrs old & a 3-yr-old male Dane/Sheppard mix. The female has been spayed & the male has been neutered. Both dogs are black with white socks; up to date on all shots, not due again until 2008; house broken; very friendly & well behaved. Contact John at 812.603.2040 after 5 p.m. or e-mail at [Pooluvrl@yahoo.com](mailto:Pooluvrl@yahoo.com).

Executive office furniture: desks, conference tables, chairs, legal wood file cabinets, lighted credenza, tables, lamps, metal file cabinets office supplies & more. Call Kelly at 317.852.7526 or 317.281.8812.

Free adoption for 2 adult, inside house cats. Both very nice, declawed, fixed, shorthaired, 1 male, 1 female; must go due to allergies. Call Cindy Gamble at 765.795.4643.

Doll collection: 100+ dolls, 95 percent Barbie, all new in box, several Holiday & other desired collectible types starting about 1994. \$550. Contact Mark or Cynthia, 812.481.9532 or [wunder@insightbb.com](mailto:wunder@insightbb.com).

Free kittens born July 31<sup>st</sup>: 1 female, black w/tan, gray & white throughout; 1 male, solid gray; 2 females, light gray w/ white bellies & faces; 3 black (1 female & 2 males), with a hint of white on bellies & legs. Contact Bobbie, 317.209.9061.

1993 Yamaha motorcycle XJ600SF, excellent condition, yellow. \$2,500. Call Meghan or Cindy Gamble, 765.795.4643. Location is south of Cloverdale at Cataract Falls.

1977 Dodge Tradesman custom 200 van w/ 318 engine (still purrs like a kitten); painted murals, shag carpet, bubble

windows, velvet curtains, fold-away bed, funky lights, eight-track player, mag wheels, Cobra CB radio, sun roof, etc. Lots of potential for retro buffs. Accept any reasonable offer. Call Mike, 574.772.5494.

Rev. Ray Comfort CD \$10. Contact Mike, [mcbride500@iquest.net](mailto:mcbride500@iquest.net).

1997 Bass Ranger 373V boat with trailer, 150 HP Evinrude motor, foot pedal trolling motor, fish finder, depth finder, 2 anchors, intertube with tow rope, 4 life preservers, front & back lights for night, speed prop & more. Runs up to 53 mph; can ski & fish easily. \$4,000 firm. Playstation 2 with 10 games, like new \$150. 19-inch color TV, like new \$50. Contact Keith or Lori, 317.244.6307 or [wildcatky@sbcglobal.net](mailto:wildcatky@sbcglobal.net).

1996 Dodge Grand Caravan SE; dark green with gray interior. 7 passenger, (4 captain seats, rear bench seat), dual sliding doors, V-6, automatic, PS, PB, PW, PL, tilt/cruise, AM/FM/cass radio, front & rear heat controls, cold front & rear A/C, child safety locks on sliding doors, drives & looks great, high mileage (mostly highway miles). \$2,700. Contact Jim Haskett, 317.861.6271.

Blue & white 2004 Suzuki GSXR 1000 w/ chrome wheels; 3,700 miles. \$8,000 obo. Call 317.809.0262.

## *The Interchange*

Published by the State Personnel Department. Printed as a courtesy of Central Printing - Dave Sandlin, Manager.

Distributed as a courtesy of Central Mail.

*The Interchange* is available online at [www.in.gov/jobs/theinterchange](http://www.in.gov/jobs/theinterchange)



Printed on Recycled Paper

*The Interchange*

## 22 pounds makes her the Biggest Loser

Betty Hudson with the Maternal & Child Health Division of the Indiana State Health Department (ISDH) has been named the division's Biggest Loser. Hudson, who lost 22 lbs., credited her success to cutting back on portions and eating healthier. Hudson and her co-workers took part in a division "Biggest Loser" challenge. The challenge began in February and ended in August.

Although she admitted that salads were not her favorite, "I began to eat salads for lunch or would bring my lunch," she said. "Eating right was the hardest." She also took up walking with the Indy Parks program, which meant walking three nights a week for an hour. She also walked at work.

"I noticed that my energy level rose, once I started exercising and eating better," she said. "I felt better and not only that, but I slept much better, too."

Co-worker Adrian Walls said she decided to participate in the contest and although she didn't win, "it really helped me see what I need to do more of, which was walk." She called the challenge between co-workers an incentive and it made her realize she needed to build time in her schedule to exercise. Walls would like to see departments or floors challenge one another to lose weight and make healthy lifestyle choices.

## Bookstore offers discount to state employees

A little known resource available to state employees, as well as the general public, is the bookstore within the Indiana Historical Bureau. State employees receive a 20 percent discount on most items, according to Ruth Vaughn, the Bureau's financial officer.

The bookstore features resources about Indiana. Most of the books they sell are historical, but they also have fiction, nature, cookbooks, biography and books written by Hoosiers. Other items of interest include sweatshirts, t-shirts, tote bags and postcards, to name a few.

The bookstore is located at 140 N. Senate. Hours are Monday through Friday from 8 a.m. to 4:30 p.m. Shoppers can either phone, fax or e-mail their orders to the bookstore. The Web site address is: [www.in.gov/history](http://www.in.gov/history). The phone number for the bookstore is 317.232.2535 and its fax is 317.232.3728. State employees can also log onto the bookstore's website through the Employee Discounts page: [http://www.in.gov/jobs/special\\_projects/discount.html](http://www.in.gov/jobs/special_projects/discount.html).



## State Of Indiana Employees, A Special Offer For You!

In celebration of our newly renovated credit union branch in the Government Center, Room E-031, here is a special offer!

**GIVE US YOUR BUSINESS &  
WE WILL GIVE YOU \$300!**

Bring us your...

**Checking Account with Direct Deposit**

and **\$50\*** is yours

**Vehicle Loan** (\$10,000 loan minimum)

and **\$100\*\*** is yours

**Home Equity Loan** (\$10,000 cash advance minimum)

and **\$150\*\*** is yours



**For additional information contact  
Brenda Jones at 232-5335.**

\*\$50 minimum balance required in savings account. Account must remain open for a minimum of 90 days, or bonus will be debited from account at closing. This credit union is federally insured by the National Credit Union Administration. \*\*Subject to credit approval. Current IMCU loans exempt. Limited lending area. Limited time offer.

